



DNR Lean Project - Final Report

Project Name: Air Management Construction Permits

Project Team Leader: John Hammen

Project Purpose: Analyze and Streamline the steps taken by the Air Management program in making a source specific construction permit decision from the time an application is received.

Project Team Members: Steve Dunn, Ruhun Goonewardena, Peggy Hoene, Jeff Johnson, Dave Minkey, Andy Stewart and John Hammen (and technical assistance from Jeff Weatherly)

Summary of Improvements: See attached Project Implementation Plan

Project Results:

Goal	Baseline	Target	After Phase I Improvements	After Phase II Improvements	Goal Met?
Reduce DNR staff workload (1)	164 days	156 days	154 days	152 days	Yes
Reduce Lead (delivery time) (2.1)	87 days	80 days	80 days	80 days	Yes
Reduce Lead (delivery time) (2.2)	64 days	58 days	57 days	57 days	Yes
Improve Customer Satisfaction (3)	77%	95%	95%	95%	Yes
Simplify the Process (4)	38 steps	<38 steps	27 steps	20 steps	Yes
Reduce DNR controlled time between receipt and complete application (5)	35 days	33 days	32 days	30 days	Yes
Ensure Staff and Customer Safety					n/a

Project Cost:

	Hours	Dollars
Project Team Leader	160 (thru 07/06 pp)	
Project Team Members	474 (thru 6/30 pp)	
Meeting Costs		\$2,886
Improvement Costs		\$ -0-
Total	634	\$2,886

Recommendations for Future Code/Statute Changes: See attached Opportunity Chart

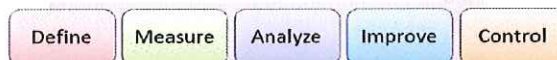
Lessons Learned:

DNR staff have great ideas about how to do the job even better.

DNR staff have a remarkable dedication and commitment to their work.

All process improvements were developed with the goal of having the permit application be successful. Lean Six Sigma is a worthwhile –but time intensive -tool for continuous quality improvements. Solid training is essential.

Team had strong Bureau and Division support as well as encouragement to be innovative and creative.





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Project Name: Forestry Equipment R&D Center Stockroom

Project Team Leader: Mike Lehman/Su DaWalt

Project Purpose: Apply Lean Six Sigma principles to the Forestry Equipment R&D Center stockroom operations. Increase customer satisfaction with stockroom for both internal and external customers. Areas the project will address are inventory control, timeliness and accuracy of orders, and process simplification.

Project Team Members: Mike Lehman, Su DaWalt, Christer Dahl, Holly Lund and Jeff Weatherly

Summary of Improvements: See attached Project Opportunity Chart

Project Results:

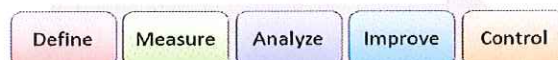
Goal	Baseline	Target	After Improvements	Goal Met?
Reduce DNR staff workload.	5.3min/line of order	Reduce 10%	4.6min/line of order	Yes
Reduce Lead (delivery time).	54-91% of orders meet goal	95%	No new data available yet	Expected
Improve Customer Satisfaction.	16.5% Back Orders	<5%	No new data available yet	Expected
Simplify the Process.	3+ stock locations	1 location	Completed	Yes
Ensure Staff and Customer Safety.				Yes

Project Cost:

	Hours	Dollars
Project Team Leader	515	
Project Team Members	1,420	
Meeting Costs		\$460
Improvement Costs		\$27,000
Total	1,935	\$27,460

Recommendations for Future Code/Statute Changes: None.

Lessons Learned:



Upper level support is critical and very much appreciated! Very helpful to have someone dedicated to coordination and documentation of project. Very helpful to have someone from outside the project area on the team – fresh set of eyes. The first 3 phases are critical to success (Define, Measure, Analyze). More training for the Improve and Control phases would have been helpful. Areas for improvement next time; Need other workload removed to be able to focus on project, especially for rapid implementation.